



**PUTTING PEOPLE FIRST**

MAYOR RANDALL L. WOODFIN

**EMERGENCY  
REQUEST FOR PROPOSALS  
for  
Federal COVID Emergency Rental Assistance Administration in the  
City of Birmingham**

<b>Request for Proposal Issuance Date:</b>	<b>February 18, 2021</b>
<b>Proposal Submission Deadline:</b>	<b>March 5, 2021, 12pm CST</b>

**Department of Community Development  
City Hall  
710 North 20<sup>th</sup> Street, Room 1000  
Birmingham, Alabama 35203  
[www.HousingAndCommunityInfo@Birminghamal.gov](mailto:www.HousingAndCommunityInfo@Birminghamal.gov)**

## 1. INTRODUCTION

The United States Consolidated Appropriations Act of 2021 (the “Act”) was passed into law on December 21, 2020. The Act included an allocation of \$25 billion for Emergency Rental assistance nationwide to be distributed to states based on the state’s proportional rate of the total US population according to 2019 Census data; local governments may access up to 45 percent of a state’s allocation. Treasury must disburse payments to states and local grantees within 30 days of enactment. Under the Act no less than 90% of these funds must be used to provide Rental Housing Assistance Payments (“HAP”) or other housing-related assistance by either State or Local Governments. It is the City of Birmingham’s intention to find an administrator(s) for this program that maximizes efficiencies and leverages administrative force multipliers to ensure that more than 90 percent of all funds reach Birmingham residents in need. The City of Birmingham received approximately \$6,272,092 for the program. The program will provide HAP to landlords on behalf of low-income households, including payment of rent arrears and future rent. Statutory eligibility requirements include:

- Renter households with incomes no more than 80 percent of area median income (AMI);
- One or more individual(s) in the household has qualified for unemployment benefits or has experienced a reduction in household income, incurred significant costs, or experienced other financial hardship due directly or indirectly to the coronavirus outbreak; and
- One or more individual(s) in the household can demonstrate a risk of experiencing homelessness or housing instability which may include: (i) a past due utility or rent arrears notice or an eviction notice; (ii) unsafe or unhealthy living conditions; or (iii) any other evidence of such risk as determined by the City of Birmingham.

Households with incomes of no more than 50 percent of AMI and in which one or more household member(s) is unemployed and has been unemployed for 90 days will be prioritized.

## 2. PURPOSE

**This is an emergency procurement and is therefore being conducted on an expedited basis. The selected Vendor (“Vendor” or “Contractor” or “Proposer”) must be prepared to mobilize quickly to ensure Birmingham residents receive timely and critical rental assistance. Eligibility and program requirements for this program are still being developed and subject to change.**

The City of Birmingham seeks a Vendor(s) (singularly or collectively, (“Proposer”) to provide for and oversee the application screening, case management services, and overall program delivery required to properly disburse federally-funded HAP on behalf of low-income renters across the City, pursuant to the Act and within the guidelines of the Program. The selected Vendor will under the City’s supervision deliver applicant screening and case management system, including but not limited to, responding to inquiries, accepting and reviewing applications, and determining eligibility based on the requirements of the Act, the City Administrative Plan for this Program, any rules and guidance promulgated by the federal Department of Treasury, and all other applicable federal or State law. The Vendor will also be responsible for staffing running a call center and remote application intake locations to field inquiries from applicants, potential applicants and landlords. It is the selected Vendor’s responsibility to remain current on all requirements.

The number of applications, level of funding, and households served is subject to change and could vary significantly during 2021 based on a wide variety of factors. However, the selected Vendor will be responsible for delivering all necessary services to properly disburse the funding available in compliance with the applicable rules.

Proposers will bid on Program Management and Staffing which is described in detail in the Statement of Work (“SOW”). The Proposer must provide a fixed weekly price for their management costs, and hourly rates for employees engaged in the actual delivery of services. Both of these costs will then be projected over 12 weeks.

In accordance with the Act, the requirements of this RFP were developed with the knowledge that was available to the City at the time of issuance of the RFP (i.e., “Best Efforts”). If further requirements are made known to the City after the issuance of the RFP, but before the deadline for submission of proposals, The City will make known such requirements by posting an addendum to The City’s procurement opportunities’ webpage. If further requirements are made known to the City after submission of proposals, but prior to contract award, the City will distribute the information to all proposers.

### **3. MINORITY AND/OR WOMEN-OWNED BUSINESS ENTERPRISE PARTICIPATION**

The City is committed to awarding contracts to firms that are dedicated to Diversity and provide high-quality services. The City strongly encourages firms that are certified as MWBEs by the Alabama Department of Economic and Community Affairs (ADECA) to submit responses to this RFP.

### **4. REQUEST FOR PROPOSALS TIMELINE**

The City reserves the right to modify this schedule at its discretion. Notification of changes in connection with this RFP will be posted and made available to all interested parties via THE CITY’s webpage at: <https://www.birminghamal.gov/community-development/bid-and-proposal-opportunities/>.

**Calendar of Events and Milestones**

<b>Event</b>	<b>Date</b>
Issuance of RFP	February 18, 2021
Pre-award Conference via WebEx#	February 18 – February 25, 2021: <b>Available upon Request</b>
Deadline for RFP Questions	February 22, 2021
Anticipated Date for RFP Responses	February 23, 2021
Deadline for Submission of Proposals	March 5, 2021, 12pm, CST
Interview (s) (if necessary)	To be determined
Anticipated Selection Date	March 8, 2021

## **5. MINIMUM QUALIFICATIONS**

The Proposer must meet the minimum qualifications and/or requirements indicated below. Failure to do so will result in the rejection of the proposal. Proposers are permitted to use a teaming approach to meet the qualifications, whereby the primary contractor and its subcontractors experience are considered in aggregate. In this event, a teaming agreement must be in place, and that teaming agreement may not be altered or dissolved during the life of the contract unless approved by the City.

Program Management and Staffing - The Proposer must have at least one successful, current or previous contractual engagement within the past 10 years with a federal, state or local government agency ("Agency Client") that demonstrates each of the following:

- Demonstrated expertise in the delivery of federal Section 8 or any other permanent or temporary, federally-funded rental assistance program. This may include administration of a COVID rent relief program implemented by a state or locality with CARES Act funds;
- Staffing and operation of a Call Center or Customer Service line related to a government program or service; and
- Staffing and operation of a Case Management Team to receive/process applications for a government program or service.

In the Application Coversheet, referenced in Section 7.1 of this RFP, provide the name of the Agency Client together with the name, address, telephone number and email address of the Agency Client's contact person that can speak with authority to the Proposer's performance under the contractual engagement.

## **6. SCOPE OF SERVICES (Scope of Work)**

The Scope of Services for this RFP is attached hereto as Attachment 1.

## **7. CONTENTS OF PROPOSALS**

The Proposer is advised to thoroughly read and follow all instructions in this RFP. Proposals that do not comply with these instructions, or who do not meet the full intent of all the requirements of this RFP, may be subject to scoring reductions during the evaluation process or may be deemed non-responsive.

The City does not require, nor desire, any promotional material that does not specifically address the proposal requirements in this RFP.

Each Proposer is required to submit the information and documentation listed below, in the order in which it is requested. A proposal that does not include all required information and completed forms may be subject to rejection. A complete proposal will include all requested information described below.

All materials submitted in response to this RFP shall become the property of the City. The City will not be liable for any costs incurred by any Proposer pertaining to the preparation and submittal of any written response or for participation in an interview/demonstration in response to this RFP.

The Proposer's proposal must contain responses to the items listed below. No handwritten materials will be accepted for any portion of the proposal. The proposal submission must be typed and submitted on one-sided, 8.5 x 11-inch pages with standard margins and in 12-point font.

### 7.1. Application Coversheet and Cover Letter (4 pages)

The Proposer must submit the application coversheet and cover letter in the order and format in Attachment 2.

### 7.2. Proposer Experience

The Proposer shall provide a description of the relevant experience for the Primary Contractor and all subcontractors listed. Proposers shall only list experience that is relevant to this RFP. Relevant experience is defined as current or prior contractual engagements in which the Proposer (or a subcontractor engaged through a teaming agreement) performed services that are the same or similar to at least one of the two components listed in the Statement of Work for this RFP on behalf of a government entity within the last ten (10) years.

The Proposer shall use the format below to describe each relevant engagement:

#### Engagement 1

<b>Name of Agency Client (government entity holding the contract):</b>	
<b>Name of Reference for this engagement:</b>	
<b>Contact Phone:</b>	
<b>Contact Email:</b>	
<b>Contractor Name: (must either be Proposer or subcontractor listed in Application Coversheet and Cover letter under Section 7.1):</b>	
<b>Start Date of Engagement:</b>	
<b>End Date of Engagement:</b>	
<b>What type of expertise does this engagement demonstrate (check all that apply):</b>	<b>(X)</b>
Expertise in the delivery of federal Section 8, COVID rental assistance other rental assistance	
Operation of Call Center for government program	
Operation of a Case Management Team/program to receive/process applications	
<b>Provide a short description of the work provided for this engagement:</b>	
<b>List any compliance monitoring or audit findings that pertain to the work performed (the City reserves the right to require follow-up documentation regarding such findings):</b>	
<b>What were Key Performance Indicators/milestones for the Contract, and were they achieved?</b>	

### 7.3. Proposer Narrative

The Proposer must provide a detailed written narrative describing in detail how the Proposer and its subcontractors will deliver the work described in the SOW within the implementation timeline.

*Program Management and Staffing* – Describe what the approach is for hiring, ongoing training and supervising staff. How will work be organized among the subcontractors and staff? What internal controls will be in place for quality control and financial management? What efficiencies has the Proposer developed from past engagements that may be applied here? How will staff performance be measured and tracked? Feel free to include process flow chart and diagrams. Include any other information that may be relevant to the success of the Program.

### 7.4. Staffing Plan

The Proposer shall provide each of the following:

- I. **Key Staff** - The Proposer shall provide a list of key staff for this engagement who will be dedicated to this project including, but not limited to, Director, Coordinators, etc. The qualifications and experience for each key staff member that are relevant to this RFP should be described in detail. Resumes may be attached and **will not** count towards the page limit for this section.
- II. **Organizational Chart** – The Proposer shall provide an organizational chart that illustrates the reporting lines between key staff, the primary contractor and any subcontractor.
- III. **Staffing Approach** – The Proposer shall explain the approach to ensuring timely and responsive customer service and to streamlining case management; How will staff be divided and supervised? What training and escalation techniques will be utilized to identify and minimize common mistakes, detect vulnerabilities and improve efficiency and productivity.
- IV. **Teaming Agreements** - The Proposer shall describe the terms of any teaming agreements with subcontractors. The City reserves the right to require the Primary Contractor to provide the teaming agreement.
- V. **Minimum Qualifications** - The Proposer will provide the minimum qualifications, including education and prior training/experience, they will require for each of the labor categories listed below. These minimum qualifications will be compared to the hourly labor rates and staffing levels proposed to determine best value.
- VI. **Performance Metrics** – The Proposer shall provide estimates for the following:
  1. How many calls per hour/day each customer service representative will be expected to properly handle
  2. Based on the requirements in the SOW, how many preliminary reviews, secondary reviews and appeal reviews each case manager will be expected to handle per hour/day
  3. Based on the requirements in the SOW, approximately how business days will it take for the Proposer to perform preliminary reviews of the following number of applications: 1,000 applications; 2,500 applications; 5,000 applications; 10,000 applications; 20,000 applications.

The City may award more points to Proposers that commit to higher Key Performance Indicators than required in the SOW.

### **7.5. Cost Proposal (2 pages)**

**The Proposer must complete the Budget Worksheet using the format below.**

The Proposer should provide notes explaining any costs in more detail next to the appropriate cost item, or in a separate narrative. However, the total pages for the worksheet and any notes shall not exceed two pages. The City understands and expects that the costs to administer a call center and case management are directly related to the number of eligible applicants and requests for support. However, The City also recognizes that management costs will be required regardless of number of eligible applicants. When developing your pricing, please identify fixed costs regardless of applicant pool and variable costs associated with it. We will prioritize Vendors whose pricing provides fixed costs for technology and program management and scalable variable costs based on the number of eligible applicants. This will allow the City to maximize our planning and help determine how efficient Proposer plans will be controlling administrative costs and supporting as much grant money as possible being distributed in direct support.

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## Budget Worksheet

This worksheet is designed to provide a comprehensive cost estimate to operate the program. The Proposer shall attempt to estimate the total cost to implement the program for 12 weeks. The length of time is for price comparison purposes only and does not in any way reflect the actual time that may be required to fully commit and disburse program funds.

### Program Management and Staffing

<b>Part 1A: Program Management Costs</b> - The Proposer will provide a FIXED weekly cost for management and oversight of the program, including all costs associated with delivering Part 1A (Program Management) of the minimum requirements in the SOW and each of the subcomponents (Staffing oversight; training; policy & operations).	Weekly fixed cost	Estimated Cost for 12 weeks			
Total Fixed PM Cost for 12 weeks					
<b>Part 1B: Labor Costs</b> – The Proposer will provide the hourly rate and number of positions proposed to deliver Part 1B of the minimum requirements (Staffing) in the SOW and each of the subcomponents (Call Center, CM, finance, QC). The hourly rate must be inclusive of all costs, including salary, fringe, benefits, etc. Project the total cost for 12 weeks	Hourly Rate	Cost for 40-hour work week	The Number of Full-time equivalent staff proposed for this labor category	Total weekly cost	Estimated Cost for 12 weeks
Call Center Coordinator					
Case Management Coordinator					
Case Management Supervisor					
Case Manager					
Customer Service Supervisor					
Customer Service Representative					
Quality Control Supervisor					
Quality Control Specialist					
Financial Supervisor					
Financial Specialist					
List any other labor categories proposed, the number to be hired, and the proposed hourly rate					
Total Personnel Costs for 12 weeks					
<b>Part 2: Non-Personnel Costs</b> - List any other weekly or reoccurring costs necessary but not included within either the FIXED Management cost and the labor rates listed above; provide an estimate for their cost for 12 weeks.					
List any other one-time costs required to stand up the program no included elsewhere					
Total Non-Personnel Costs for 12 weeks					

<b>Total Cost:</b>	
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## **7.6. Financial Capacity**

The Proposer must provide the last two years of their firm's most recent tax returns and, if available, audited financial statements.

## **7.7. Licenses, Certifications, and other Credentials**

The Proposer must respond affirmatively that it, and its subcontractors (if any), will have, prior to commencement of work under the contract(s) resulting from this RFP, all necessary licenses, certifications, approvals, and other needed credentials to perform the Scope of Work, if applicable.

## **8. QUESTIONS and ANSWERS**

Any questions or requests for clarification regarding this RFP must be submitted via email to [HousingandCommunityInfo@birminghamal.gov](mailto:HousingandCommunityInfo@birminghamal.gov), citing the RFP page and section, no later than the date identified in the Calendar of Events and Milestones section of this RFP. The subject line of the email should indicate "2021 Federal Rental Assistance Administration RFP."

Questions will not be accepted orally, and any question received after the deadline may not be answered. The list of questions/requests for clarifications and the official City responses will be posted on the City Community Development "[Bid And Proposal Opportunities](#)" webpage.

An electronic version of this RFP will be posted on the [City of Birmingham website](#) in addition to any subsequent changes, additions, or deletions to the RFP, including the timelines and target dates. It is recommended that Proposers check the City of Birmingham website frequently for notices of clarifications, changes, additions, or deletions to this RFP.

## **9. AMENDMENTS and ADDENDA**

The City reserves the right to modify any part of this RFP including but, not limited to, the date and time by which proposals must be submitted to and received by the City, at any time prior to the Deadline for Submission of Proposals indicated in the Calendar of Events and Milestones section of this RFP. Modifications to this RFP will be made by issuance of amendments and/or addenda. Any amendment or addendum to this RFP will become part of this RFP.

Prior to the Deadline for Submission of Proposals, any such clarifications or modifications as deemed necessary will be posted to the City of Birmingham website.

If the Proposer discovers any ambiguity, conflict, discrepancy, omission, or other error in this RFP, the Proposer will immediately notify the City of such error, in writing, and request clarification or modification of the document.

There are no designated dates for release of addenda; therefore, interested Proposers should check the City of Birmingham website frequently through the Deadline for Submission of Proposals. It is the sole responsibility of the Proposer to be aware of all addenda related to this RFP process.

## **10. PROPOSAL SUBMISSION REQUIREMENTS**

Proposals must be delivered, by email, no later than the proposal due date and time indicated in the *Calendar of Events and Milestones* section of this RFP.

Proposals must be submitted by email to [HousingandCommunityInfo@birminghamal.gov](mailto:HousingandCommunityInfo@birminghamal.gov), in searchable portable document format (PDF) compatible with Adobe Reader XI. **The City will not accept discs, flash drives, or File Transfer Protocol (FTP) file references that requires the City to download information from the Proposer's or a third party's website.** If the file is large, it may be submitted in multiple email attachments, with the proper Part One or Part Two label (if applicable), and "1 of X," "2 of X," etc., and the last email as "X of X – Final."

Any Proposal received after the established time will be considered a Late Proposal. A Late Proposal may be rejected and disqualified from award. Notwithstanding the foregoing, a Late Proposal may be accepted at the City's sole discretion where (i) no timely Proposals meeting the requirements of the Solicitation are received, (ii) in the case of a multiple award, an insufficient number of timely Proposals are received to satisfy the multiple awards, or (iii) the Proposer has demonstrated to the satisfaction of the City that the Late Proposal was caused solely by factors outside the control of the Proposer. However, in no event shall the City be under any obligation to accept a Late Proposal. The basis for any determination to accept a Late Proposal shall be documented in the procurement record.

It is the Proposer's sole responsibility to ensure that all emails and attachments are delivered on time and in a legible format. A proposal may be deemed non-responsive because it is materially incomplete. The City reserves the right to seek clarification or request additional information. The determination of whether any proposal is complete or was received on time is at the sole discretion of the City. All submitted proposals shall become the property of the City.

## **11. EVALUATION of PROPOSALS**

### **11.1. The Selection Process**

The selection process will begin with the review and evaluation of each of the written proposals. The purpose of the evaluation is two-fold: (1) to examine the responses for compliance with the requirements of this RFP; and (2) to identify the complying Proposers that have the highest probability of satisfactorily performing the Scope of Work, described herein. The evaluation will be conducted in a comprehensive and objective manner as set forth herein

### **11.2. Review**

Proposals will be reviewed to determine if they meet the minimum qualifications detailed in Section 5 of this RFP. All proposals that meet the minimum qualifications indicated in Section 5 of this RFP will be reviewed to determine if they contain all required submittals specified in this RFP. Incomplete proposals may be rejected. The City reserves the right to seek clarification or request any missing documentation from a Proposer.

### **11.3. Evaluation and Criteria for Sections**

Proposals will undergo an evaluation process conducted by a review committee ("Committee"). The Committee will develop a score for each proposal based on a combination of experience, staffing and cost as follows:

- a) Proposer Experience – 15 points
- b) Staffing Plan Proposal – 60 points
- c) Cost Proposal – 25 points

### **11.4. Interviews**

The City reserves the right to determine whether interviews/demonstrations will be necessary and the number of proposers to be interviewed. If the City deems interviews necessary, selected proposers will be notified. The Proposer's primary contact, as well as other key personnel, including key personnel for its subcontractor(s), must be present and participate in the interview. The purpose of the interview is to further document the Proposer's ability to provide the required services and to provide the City review Committee with an understanding of how specific services will be furnished.

# **Attachment 1**

## **Statement of Work (Scope of Services)**

### **Summary**

The City of Birmingham ("City") seeks a Vendor to provide for and oversee the application screening, case management services, and overall program delivery required to properly disburse federally-funded HAP on behalf of low-income renters across the City, pursuant to the U.S. Emergency Rental Assistance Program outlined in Title V, Subtitle A of the Consolidated Appropriations Act, 2021 (the "Act").

Based on current projections, it is possible that the City may receive between 10,000 and 20,000 applications. The City is currently developing eligibility requirements, which will determine the universe of eligible households. Proposers will be required to show how staffing costs will increase and change with corresponding changes in eligibility.

The Vendor will respond to inquiries, accept and review applications, and determine eligibility based on the requirements of the Act, any rules or guidance promulgated by the U.S. Department of Treasury, and all other applicable federal or state law. It is the Vendor's responsibility to remain current on all requirements. The number of applications, level of funding, and households served is subject to change and could vary significantly during 2021 based on a wide variety of factors. However, the vendor will be responsible for delivering all necessary services to properly disburse the funding available in compliance with the applicable rules. The program will provide HAP to landlords on behalf of low-income families, including payment of rent arrears and future rent obligations. Statutory eligibility requirements include:

- Renter households with incomes no more than 10 percent of area median income (AMI);
- One or more individual(s) in the household has qualified for unemployment benefits or has experienced a reduction in household income, incurred significant costs, or experienced other financial hardship due directly or indirectly to the coronavirus outbreak; and
- One or more individual(s) in the household can demonstrate a risk of experiencing homelessness or housing instability which may include: (i) a past due utility or rent notice or an eviction notice; (ii) unsafe or unhealthy living conditions; or (iii) any other evidence of such risk as determined by the City

The City will implement this program according to the timeline listed below in this SOW. Dates are subject to change. The City will maintain a secure, web-based Applicant and Landlord Portal. Applications will only be accepted through the City's applicant portal. A complete application will include responses to all required data fields in the applicant portal plus uploaded attachments such as lease documents, income verification, identification, etc. The Vendor will provide customer service staff to operate a call center to answer questions and assist applicants in completing the application in multiple languages. The City will promote the program through various methods, contractual and/or in-kind. The Vendor may propose strategies or materials to successfully drive participation, but the City will make the final determination.

Depending on a variety of factors, the City will either implement a first-come, first serve process for reviewing applications, or establish criteria for a waiting list of applicants that the Vendor will prioritize. The City may utilize third-party data sources, which may include Federal, State, and local tax, property, wage and public benefit data, to verify identity, determine whether applicants meet income eligibility requirements, or flag those who are receiving duplicative forms of assistance. This may be either used to

## **Attachment 1**

### **Statement of Work (Scope of Services)**

verify the applicant's self-certified income, employer documentation (pay stubs), or tax returns, pending additional federal/state guidance.

The applicant pool that remains will be reviewed by the Vendor, who will supply the necessary case management staff solution to properly review all applications received and recommend approval of the disburse payments on behalf of the eligible applicants who are selected. This process will include:

- 1) Primary Review** - Applications will be reviewed in batches based either on time of submission or their order in the waiting list. Case management staff will review each application, including documentation and third-party data, and determine whether the applicant is eligible for assistance. To be approved for payment, an application must be approved by at least two separate Vendor employees (a case manager and supervisor) conducting independent reviews.
- 2) Secondary Review/Case Curing** – Applications that are either missing required documentation or that require clarification will be given the opportunity to “cure.” The Vendor will issue notices to these applicants and provide them with the opportunity to update their application in the Applicant Portal. Once the necessary documents are submitted, the application will receive a second review and a final approval or denial determination.
- 3) Landlord/Tenant Matching** – The Landlord Portal will collect required payment documentation for landlords with tenants who are approved for assistance. Data collected must include the correct corporate identity to receive payment, a W-9, W-8, or other required tax forms, the payee's status as either the legal owner of the property at which the applicant's unit is located or a management company that is responsible for managing the property on behalf of the legal owner, and ACH information. Landlords will be given a time limit to submit the required documents; for landlords who do not comply, the applicant case information will be referred to the Fair Housing Center of Northern Alabama and/or Legal Services of Alabama for review. The City will issue 1099s or 1042s, as applicable, to landlords at the conclusion of 2021.
- 4) Appeals** – Applicants who are denied for assistance after the Primary and Secondary review, and, if relevant, the opportunity to cure, will have one opportunity to appeal using the Applicant Portal. The Vendor will provide staff to conduct the appeal review, including both appeal reviewers and appeal supervisors who will oversee the process and conduct final determinations of appeals that are approved. The employee reviewing the application appeals may not be the same as the employee who completed either the Primary or Secondary Review.

#### **I. Program Management and Staffing**

The Vendor will hire and mobilize staff to deliver the program within the prescribed timeframe(s) and according to the rules of the Act and policies provided by the City. The Vendor will provide strategic guidance to the City regarding the overall implementation of the program and will supply daily metrics to report on certain “key performance indicators” to be developed by the City (“KPI's”), identify any challenges to meeting any KPI's or other program objectives and recommend process improvements. The Vendor will also be expected to complete daily management reports, any required reports on behalf of the U.S. Treasury Department, the federal or state Inspector General,

## Attachment 1

### Statement of Work (Scope of Services)

or in response to any other required audit or monitoring. The vendor will have the capacity to translate public-facing program documents into multiple languages.

#### A. Staffing

- i. **Call Center** – The Vendor will provide staff to respond to inquiries using a toll free (e.g. 1-800 number) provided by the City that will route calls and messages to customer service representatives working at remote locations. The Vendor will hire representatives, at minimum, that speak English and Spanish. The Vendor will hire and train staff to serve as Customer Service Representatives to: receive calls from the toll free number; answer basic questions from callers; follow up on inquiries using outbound calls, texts or email using Frequently Asked Questions, call scripts and following procedures to be developed by the Vendor in consultation with the City; assist applicants in completing the application and uploading documents; receive and upload W-9 and W-8 forms, as applicable, from landlords; and refer applicants to nonprofit partners. The Call Center will operate and receive calls both during the application period as well as throughout the application review and appeals process. The Call Center may be required to be open 7 days per week depending on call volume. The Call Center's primary objective will be to ensure a fully accessible opportunity for all potentially eligible applicants to seek assistance, including those with limited technology access, non-English speaking applicants, those with hearing, speech and vision disabilities, and other vulnerable populations.
- ii. **Remote Application Intake Locations** – The Vendor will provide staff at public facilities (to be identified) serving as remote application intake locations. The Remote Application Intake Locations' primary objective will be to ensure a fully accessible opportunity for all potentially eligible applicants to seek assistance, including those with limited technology access, non-English speaking applicants, those with hearing, speech and vision disabilities, and other vulnerable populations.
- iii. **Case Management** – The Vendor will hire and train staff to serve as Case Managers who will perform primary and secondary application reviews, conduct appeals, determine award amounts, and prepare payment documentation for submission to the City Department of Finance for processing (however, note that any Case Manager conducting an appeal may not have also conducted either the primary or secondary review of an application). In hiring staff, the Vendor will ensure the ability to serve applicants whose primary language is not English.
- iv. **Financial Administration** – The Vendor will hire and train staff to:
  - Conduct quality control on documentation submitted by landlords, to include reviewing the accuracy of the business name entered on W-9s and W-8s, reviewing the tax identification number type entered, and ensuring that the business address entered is the address at which the landlord receives correspondence;
  - Prepare payment documentation as required by the City Department of Finance;
  - Track payments and spending authority;
  - Process, re-issue, and document any returned payments to ensure that payment totals associated with landlords are accurate and up to date;
  - Work with the City Department of Finance to process payment stops and voids;

## Attachment 1

### Statement of Work (Scope of Services)

- Compile the needed information to generate and send year-end tax documents such as 1099s and 1042-Ss to landlords, as well as summary tax documents, such as a 1096 and 1042, to the IRS;
  - Potentially generate and send B-Notices to landlords that are flagged by the IRS as having incorrect legal name/tax identification numbers on file, and apply mandatory withholding to all subsequent payments;
- v. **Quality Control and Fraud Detection** – The Vendor will hire and train staff to supervise the teams listed above, conduct quality control, implement strategies to detect and report fraud, and ensure compliance.

#### IMPLEMENTATION TIMELINE

<b>Deliverable</b>	<b># of weeks after selection of vendor to complete (tasks to be performed concurrently where possible)</b>
Selection of Vendor	March 8, 2021
Execution of Contract	1 week
Provide staffing and operations plans and other deliverables for Program Management and Staffing	1 week
Fully staff and train the Customer Service Team to the initial required staffing level	2 weeks
<b>Open Application Window (City)</b>	March 26, 2021
Fully staff and train the Case Management Team to the initial required staffing level	1 week
Begin reviewing applications	1 week
Issue first Housing Assistance Payment	3 weeks
Issue required tax documents to landlords	2022 - TBD

## **Attachment 2 Application Coversheet**

Application Coversheet  
(Attach this form to the top of your proposal)

DATE OF APPLICATION: \_\_\_\_\_

### **GENERAL INFORMATION ON FIRM:**

Legal Name of the Proposer:

\_\_\_\_\_

Proposer's Mailing Address:

\_\_\_\_\_

Proposer's Website:

\_\_\_\_\_

Proposer's Main Telephone Number (including area code):

\_\_\_\_\_

Federal Tax ID Number:

\_\_\_\_\_

MWBE Registration Number (if applicable):

\_\_\_\_\_

### **MAIN CONTACT INFORMATION FOR THIS PROPOSAL:**

Please list the individual that will be the main contact regarding this proposal:

Contact Name:

\_\_\_\_\_

Contact Telephone Number (including area code):

\_\_\_\_\_

Contact E-mail Address:

\_\_\_\_\_

Contact Facsimile Number (including area code):

\_\_\_\_\_

### **PRINCIPAL IN CHARGE:**

Please list the primary staff person(s) who will provide services to the City. Attach additional sheets if necessary.



Contact Name:

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Contact Telephone Number (including area code):

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Contact E-mail Address:

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Contact Facsimile Number (including area code):

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**ADDITIONAL CONTACTS (if applicable):**

Contact Name:

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Contact Telephone Number (including area code):

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Contact E-mail Address:

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Contact Facsimile Number (including area code):

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Contact Name:

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Contact Telephone Number (including area code):

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Contact E-mail Address:

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Contact Facsimile Number (including area code):

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**Please also provide a Proposer cover letter, on company letterhead, that must include:**

1. The Proposer's name, address, telephone number, fax number, email address and web site address, if applicable;
2. The name, title, telephone number, fax number and email address of the individual within the Proposer's organization who will be City's primary contact concerning the proposal;
3. A list of subcontractors and the components they will provide;
4. A summary of the Proposer's organizational history and legal structure (e.g. corporation, evidence of MWBE certification status, etc.) and indicate if a not-for-profit entity, a for-profit entity or a government entity;
5. Indicate whether the Proposer will be subcontracting with a MWBE, and if so, provide the name(s) of the MWBE entity(ies) and principal(s); if the Proposer will not be subcontracting with an MWBE, indicate the reason why there are no subcontracting opportunities for the services to be provided in connection with this RFP;
6. The name(s) and title(s) of the primary staff who will provide services to the City; and
7. A written signed certification confirming that the information contained in the proposal is true and accurate and that the person signing the cover letter is authorized to submit the proposal on behalf of the Proposer.